



DEPARTMENT OF CORRECTIONS POLICIES AND PROCEDURES

Policy No.: DOC 1.3.6A	Subject: ALTERNATE CLASSIFICATION AND PAY PLAN (BROADBAND PLAN)	
Chapter 1: ADMINISTRATION AND MANAGEMENT	Page 1 of 6, plus 3 attachments	
Section 3: Personnel	Revision Date: Nov. 7, 2002; June 14, 2002; March 8, 2001	
Signature: /s/ Bill Slaughter	Effective Date: Feb. 17, 2000	

I. POLICY:

It is the policy of the Department of Corrections to utilize the State of Montana Broadband Pay Plan (020).

II. IMPLEMENTATION:

This policy was revised November 7, 2002, in accordance Montana Operations Manual 3-0510.

III. AUTHORITY:

2-15-112, MCA. Duties and Powers of Department Heads

2-18-303, MCA. State Employee Classification, Compensation, and Benefits

53-1-203, MCA. Powers and Duties of Department of Corrections

3-0510, M.O.M. Broadband Classification and Pay Plan Guidelines (effective 12/7/01)

IV. DEFINITIONS:

Competencies mean a set of measurable and observable knowledge, skills, abilities and behaviors that contribute to success in a job.

Competency pay means pay based on an assessment of an employee's demonstrated use of job-related competencies.

Individual market ratio means a percentage number that reflects the relationship of an employee's current rate of pay (without longevity included) as it compares to the market rate assigned to the pay band which

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covers his/her occupational class and complexity level.

KSA means knowledge, skills and abilities.

Market-based pay means pay awarded to employees based on comparisons of how other employers compensate employees in similar jobs.

Maximum salary means the highest total salary available in a pay band within the broadband pay schedule.

Minimum Salary means the lowest base salary available in a pay band within the broadband pay schedule.

Pay Band means a statutory range of pay delineated by a minimum base salary and a maximum base salary and labeled numerically 1 to 9, reflecting the combined KSA and complexity levels utilized to classify positions under the broadband pay system designated as pay plan 020.

Pay Range means the range of pay designated for a unique occupational group, derived from research on the average rate of pay for that particular work. Pay Ranges include a market rate and a minimum and maximum pay rate. Any given pay band will contain many pay ranges formulated to capture the market pay range for various occupational groups.

Results-based pay means pay awarded to employees or employee teams based on accomplishments. Accomplishments may be outcomes and/or outputs achieved. Results based pay will be based upon agency goals and objectives as designated by the agency management team.

Situational pay means pay based on situations atypical in either the majority of jobs in Montana State government or in jobs used to make market pay comparisons. To be compensable, a job situation shall be

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one that causes difficulty in recruitment and retention because of job requirements such as unusual hours of work, environmental hazards, or unusual physical demands.

V. PROCEDURES:

A. Transition to Broadband Pay

1. The Department believes that an employee's competencies and overall contributions to organizational success should play a significant part in determining employee compensation and career advancement. The development of any broadband pay plan must conform to this basic philosophy, as outlined in Attachment A.

2. The Human Resource Bureau is responsible for assisting facilities/programs in the development of any broadband pay plan components

3. Facilities/programs' broadband pay plans must adhere to the Department's pay philosophy, and to the following principles:
 - a. The pay plan will improve service to the public as well as expand career opportunities for employees, and will integrate competencies into the recruitment, selection, compensation, performance management, and training programs. Broadband pay plans will recognize and reward employees for valuable competencies and accomplishments by implementing competency and/or results-based pay.
 - b. In addition to competency pay and/or results-based pay, the use of market-based pay and the inclusion of situational pay components may be considered when appropriate. Pay components will be designed to promote the retention of competent employees.

4. Non-union work units/employees moving onto the broadband pay system must undergo competency training/brainstorming and select 5-10 competencies from those specified in the state competency manual. They must also identify a number of technical competencies that will reflect

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a varying level of expertise and functionality in the particular job class covered by the proposed broadband pay plan. Work units must then develop a competency

based evaluation system based upon the model format provided by the Human Resource Bureau or one of their own design that is approved by the Human Resource Bureau. These will be the foundation for any pay components proposed. Work units will confer with the Department's Human Resource Bureau to research market data (generally provided by the State Personnel Division), and to design pay bands appropriate to the job classes being proposed for broadband.

5. Moving staff from pay plan 060 (classified) to pay plan 020 (broadband) will not result in any change in rate of pay with one exception:
 - Cases in which a proper pay band has been certified in accordance with #A4 above and when an incumbent has a rate of pay lower than the ENTRY rate for that pay band.
 - In that case, the employee will be moved to the entry rate upon placement into the broadband pay system.
 - No employee who is a member of a bargaining unit may have their pay changed without first negotiating such changes with the appropriate bargaining unit.
6. Department [policy 1.3.6](#), Adjusted Pay Plan Rules, will continue to govern pay practices as they relate to promotions, demotions, and pay exceptions.
7. In facilities/programs represented by a collective bargaining unit, the unit must be consulted in the development of the broadband pay plan and must have the opportunity to bargain over any issues prior to implementation of any pay changes related to new pay components under a broadband plan. This does not include statutory scheduled pay increases that have been previously bargained, or traditional career progression raises during fiscal year 2003 while new pay components are being bargained and ratified. Prior to implementation, any broadband pay plan

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that applies to bargaining unit employees shall be approved by the Department of Administration, Labor Relations Bureau Chief.

B. Administration of a Broadband Pay Plan

1. The Human Resource Bureau is responsible for approving and monitoring for accuracy and consistency all broadband pay plans and the use of any associated pay components. Additionally, the Human Resource Bureau must review plan administration and recommend changes as needed. No work unit may implement pay plan 020 pay components until item A4 (above) is accomplished and approved by the Bureau.

2. All broadband pay plans will need to develop procedures and guidelines that address the process for approving the use of pay components that are not already covered by DOC policy or MOM III, including:
 - Base salary adjustments and other pay awards;
 - Base rate adjustments or lump sum payments and when they can be awarded; and
 - The total amount of pay awards or base salary adjustments available for each pay component during a specific time period.

Following adoption of a broadband pay plan, any request to change an employee's rate of pay other than via the previously scheduled annual raise must be requested by the immediate supervisor on the approved form, [Attachment B](#). For fiscal year 2003, only pay changes based upon substantial changes in duties and/or retention of critical competencies will be considered for approval. The Administrator who signs off on such a request must certify that funds have been identified and reserved to pay for the increase, or must request that funds be allocated if none are available in the proper Division budget as a part of the request to be approved by the Fiscal Services Bureau Chief.

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3. Classification issues

New positions and any revised position descriptions submitted to the Human Resource Bureau will be reviewed for classification under the broadband system utilizing only job complexity to assign the position to an appropriate pay band. The supervisor requesting classification review must complete Attachment C, Request for Broadband Classification Review. Supervisors should keep in mind that only a major change in the type of work assigned will result in a change in pay band. Lesser changes in level of responsibility, additions of staff supervised, size of program etc., will need to be compensated through pay components within the pay band assigned to the class of work.

VI. CLOSING:

1. This policy shall be forwarded unless it conflicts with negotiated labor contracts or specific statutes, which shall take precedence to the extent applicable.
2. Any questions concerning this policy should be addressed to a member of the Human Resources team.



STATE OF MONTANA DEPARTMENT OF CORRECTIONS

Compensation Philosophy:

The Department of Corrections believes that the agency compensation plan should utilize compensation as a tool to recruit and retain employees who are dedicated to long-term careers in corrections. Toward that end, the compensation plan should strive to reward employees for excellence in their respective fields. Compensation rewards should correlate closely with the employee's demonstrated dedication to the accomplishment of agency goals and objectives. We believe that this dedication can be measured by:

- The attainment and enhancement of relevant job knowledge and competencies, and
- Diligent efforts to improve program effectiveness and achieve cost efficiency goals in a team environment.

As a foundation, the Department resolves to strive to provide pay rates that are internally equitable as well as externally competitive with the relevant market for a given occupation. The Department resolves that employees who meet the basic expectations of their job should progress over time to the identified market rate for their occupation. Employees who excel in their field as demonstrated by the attainment of broader abilities and competencies should be compensated above and beyond the market rate. This performance pay component will be commensurate with the extra effort our employees expend and in return for the enhanced effectiveness and efficiency the agency enjoys as a result of their superior efforts.



STATE OF MONTANA
DEPARTMENT OF CORRECTIONS

Request to Implement a Broadband Pay Adjustment

FORM MUST BE PROCESSED THROUGH HUMAN RESOURCES BEFORE SUBMISSION TO THE DIRECTOR FOR APPROVAL.

Employee's Name: _____
(Employee who is to receive the pay adjustment)

Employee Number: _____

Position Title: _____

Position Number: _____

Division: _____

Work Unit: _____

Position is included in a bargaining unit? ☐ Yes ☐ No

If YES contact HR Bureau Chief

Approved by HRBC _____

Current Pay Rate _____ **Requested Pay Rate** _____ **Proposed Amount Change** _____

Date Effective _____

Nature of Pay Change Request:

☐ **Market Pay Adjustment**

☐ **Pay for Performance (results based pay)**

☐ **Competency Adjustment**

☐ **Situational Pay (i.e., grant funding)**

Describe below how the subject was determined to be eligible for this pay adjustment.

Approvals:

Requesting Supervisor

Bureau Chief

Division Administrator/Warden

Fiscal Bureau Chief

☐ **I certify that funds are available within our Division budget to pay for this request**

☐ **I am requesting additional budget authority to fund this pay request**

Human Resources comments and recommendations:

Human Resources Bureau Chief

Director or Designee



Fiscal Bureau Approval

Director or Designee

**STATE OF MONTANA
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Classification Request Form

Division: _____

Supervisor's Name and Title: _____

Current Position Title/Number/Grade: _____

Position Status:

- | | | |
|----------------------------------------|-----------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> New (NYC) | <input type="checkbox"/> Filled | <input type="checkbox"/> Vacant |
| <input type="checkbox"/> Career Ladder | <input type="checkbox"/> Different Use of FTE | <input type="checkbox"/> Change in Duties |
| <input type="checkbox"/> Other | | |

Please answer the following questions if the classification request is for an existing position. You may also prepare a memo addressed to the Personnel Officer further outlining the request. A significant change in duties (at least 50%) must occur to warrant classification review. The classifier will look at the PD or Job Profile and using Complexity level combined with Knowledge, Skills and Behaviors needed to do the job, will determine the proper pay band (1-9) for the position. Identify new duties and responsibilities or tasks that have been added to this position. Remember that numbers of staff supervised, working conditions, personal contacts, supervision received, and scope and effect are no longer considered in establishing the proper band and will not be utilized to classify the position. (You may bold or highlight the new duties in the updated Job Profile or PD for identification)

- 1. Explain why the new duties and responsibilities are required and were assigned to this position (e.g. reorganization, expansion of program, etc.)**

- 2. Identify position(s), if applicable that were previously assigned the duties. List the position by title and number.**

- 3. Identify the duties and responsibilities, which have been removed from the updated Job Profile or Position Description.**

Immediate Supervisor: _____

Date: _____

Division Administrator: _____

Date: _____

Personnel Officer Approval: _____

Date: _____